



ANNUAL REPORT 2020/21

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Making pathways for a brighter tomorrow

AFL SportsReady's national office is located on the lands of the Wurundjeri people of the Kulin Nations (Abbotsford Victoria).

The image that accompanies this acknowledgement was taken at a Smoking Ceremony held on the grounds that houses our national office.

ACKNOWLEDGEMENT OF COUNTRY

AFL SportsReady acknowledges the Traditional Owners and current custodians of the lands throughout Australia and their ongoing connection to land, sea and water.

We pay our respects to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.

JOINT MESSAGE FROM THE CHAIR AND CEO



People often describe a year of ups and downs as a rollercoaster. 2020 certainly had that feel where we redefined the size of the plummet – 2021 commenced whilst we were uncertain of how much further we would go before we could catch our breath. We now know the ride had just begun!

AFL SportsReady adapted quickly at the beginning of the pandemic, we came together as a team and very quickly found ways of operating we previously only imagined as possible. The team worked incredibly hard over the spring/summer of 2020 to rebuild what had been lost, and ensure that young people would have career opportunities that looked very distant only months earlier.

The support that we provided to our host employers, trainees and students proved to be our best investment as record numbers returned to support the next cohort of employment across Australia.

Our numbers climbed back up to pre-pandemic levels by the start of 2021 and we were confident that we were on track for a great year. Unlike the year before when the second major lockdown occurred in Victoria and New South Wales, our partners and our team were working off a much more detailed and tested playbook. Although numbers plateaued, our employment partners were able to adjust and adapt, and people kept working.

We have often spoken about how in great teams, everyone knows their role and plays their role. Well we felt we built on that this year, as so often people's roles and tasks would change, but each time they stepped up and got things done.

We had the chance this year to refresh our company vision and mission, and we truly felt that these words capture our beliefs as a team:

OUR VISION: We believe people's lives can be transformed through employment, education and care.

OUR MISSION: Through meaningful employment and quality education, we support, nurture and prepare people with the skills, knowledge and experiences to be successful in today and tomorrow's workplaces.

We set out our new strategy for the next three years: learning lessons from our past and aspirations for our future. We will work every day to live up to the words of our vision and mission and the strategic plan for 2022 - 2025.

On behalf of the Board and all the team at AFL SportsReady we wanted to say thank you to our Hosts and partners, as well as everyone who shared in this journey with us.

Your commitment to investing in young people, sticking with us through difficult times and committing to go again has been truly inspirational. Young people will face many new challenges as a result of the pandemic and we are committed to being there with as many trainees, students and cadets as we can, every step of the way.

So as we prepare for whatever lies ahead, we face each and every challenge knowing what we have achieved, what we are all capable of and confident in the belief that we

JUSTIN MADDEN
CHAIR

JAMES MONTGOMERY
CEO & DIRECTOR

THE TEAM BEHIND AFL SPORTSREADY

CHAIR THE HON. JUSTIN MADDEN, AM	CEO & DIRECTOR JAMES MONTGOMERY	DEPUTY CHAIR STEVE DRUMMY
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DIRECTOR DAVID HUGGINS*	DIRECTOR ROD JACKSON	DIRECTOR MADELINE PENNY	DIRECTOR NOVA PERIS, OAM*
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DIRECTOR COLIN PIDD	DIRECTOR BEN SMITH	DIRECTOR SIMONE WILKIE, AO
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* Resigned from the AFL SportsReady board during the 2020/21 year.

AFL SPORTSREADY WHO WE ARE

AFL SportsReady is a national, not-for-profit company dedicated to helping young Australians develop careers through education and employment opportunities.

We work in partnership across several industry sectors including sport and recreation, business and administration, education, finance, horticulture, information technology, retail and arts and the creative industries.

We provide an entry-level training and support program that combines practical work experience with vocational education, helping young Australians kick-start their careers while supporting employers to build skilled and qualified workforces.

Our dedicated Aboriginal and Torres Strait Islander Employment program, Warumilang, assists First Nations peoples with tailored employment and training pathways that aim to provide opportunities for First Nations peoples to thrive and be successful.

AFL SportsReady is also a leading education provider, offering courses in either sport or business, ranging from Certificate level through to Diploma. Our exclusive university partnerships allow our students, who successfully complete our programs to gain entry into a degree qualification, complete with course credit.

OUR VISION

We believe people's lives can be transformed through employment, education and care.



OUR MISSION

Through meaningful employment and quality education, we support, nurture and prepare people with the skills, knowledge and experiences to be successful in today and tomorrow's workplaces.



WHAT WE BELIEVE IN OUR VALUES



R

ESPECT

We listen to and learn from others and treat people well.



E

XCELLENCE

We strive for excellence in all that we do.



P

RIDE

We have pride in what we do and where we work.



E

THICS

We are ethical in our decision-making and our behaviour.



A

CCOUNTABILITY

We do what we say we will do.



T

EAM

We work together and support each other.

GROWTH, ENGAGEMENT & ADVOCACY



We will strengthen our relationships with industry and Government to grow future opportunities.

STRATEGIC OBJECTIVE 1

Build stronger partnerships, and enhance our engagement with industry and Government

PRIORITY INITIATIVES

- 1 Design a development strategy to grow key market share by sector and location.
- 2 Develop an employability program.
- 3 Expand our advocacy and thought leadership capabilities.
- 4 Develop a plan to enhance and grow Government engagement and influence.

KEY PERFORMANCE INDICATORS

- 1.1 Total number of program commencements year on year.
- 1.2 Increase in value of key Government contracts.
- 1.3 Total number of opportunities for program participation.
- 1.4 Total number of opportunities converted to program participation.

QUALITY DELIVERY



We will deliver exceptional and caring services.

STRATEGIC OBJECTIVE 2

Enhance the quality of our targeted service delivery

PRIORITY INITIATIVES

- 5 Grow organisational capability and systems to support wellbeing and mental health.
- 6 Review and improve our Aboriginal and Torres Strait Islander programs.
- 7 Enhance and standardise our blended education and learning delivery model.
- 8 Establish formalised partnerships with Aboriginal and Torres Strait Islander owned and controlled organisations to support service delivery.

KEY PERFORMANCE INDICATORS

- 2.1 Increase program participant completion rates (Aboriginal and Torres Strait Islander participants and non-Aboriginal and Torres Strait Islander participants).
- 2.2.a Increase participant satisfaction rates for education program participants.
- 2.2.b Increase participant satisfaction rates for employment programs.
- 2.2.c Increase host employer satisfaction rates.
- 2.3 Increase host employer retention rates.

PERFORMANCE & PRODUCTIVITY



We will operate effectively and efficiently to create more value for our participants & partners.

STRATEGIC OBJECTIVE 3

Review, streamline and improve internal operations, to allow us to provide more value to our participants and partners

PRIORITY INITIATIVES

- 9 Review internal efficiencies and effectiveness and embed improvements to all operational areas.
- 10 Develop a social impact framework.

KEY PERFORMANCE INDICATORS

- 3.1 Gross margin per employee rate.
- 3.2 Number of allocated contract positions achieved.
- 3.3 Cash ratio rate.

PEOPLE



We will create a highly engaged workforce culture to empower and harness the potential of our people.

STRATEGIC OBJECTIVE 4

Grow our high performing workforce culture where we live our values

PRIORITY INITIATIVES

- 11 Develop and embed an organisational learning strategy.
- 12 Design and deliver an organisational values program of work.

KEY PERFORMANCE INDICATORS

- 4.1 Staff survey sentiment score on high performance culture.
- 4.2 Staff survey sentiment score on organisational values demonstration.
- 4.3 Number of teams progressing and completing operational goals to required quality standards.

AT THE HEART OF WHAT WE DO

OUR PEOPLE

The team at AFL SportsReady are a diverse and passionate group of people who are all committed to making a positive difference through our employment and education programs.

We are a company that cares, and our team have gone above and beyond in very trying times to achieve great outcomes. We couldn't be prouder of the way our team have adapted, improved and expanded the level of support we can provide.

76
STAFF MEMBERS

GENDER
Female 59%
Male 41%

12%
IDENTIFY AS BEING OF FIRST NATIONS DESCENT

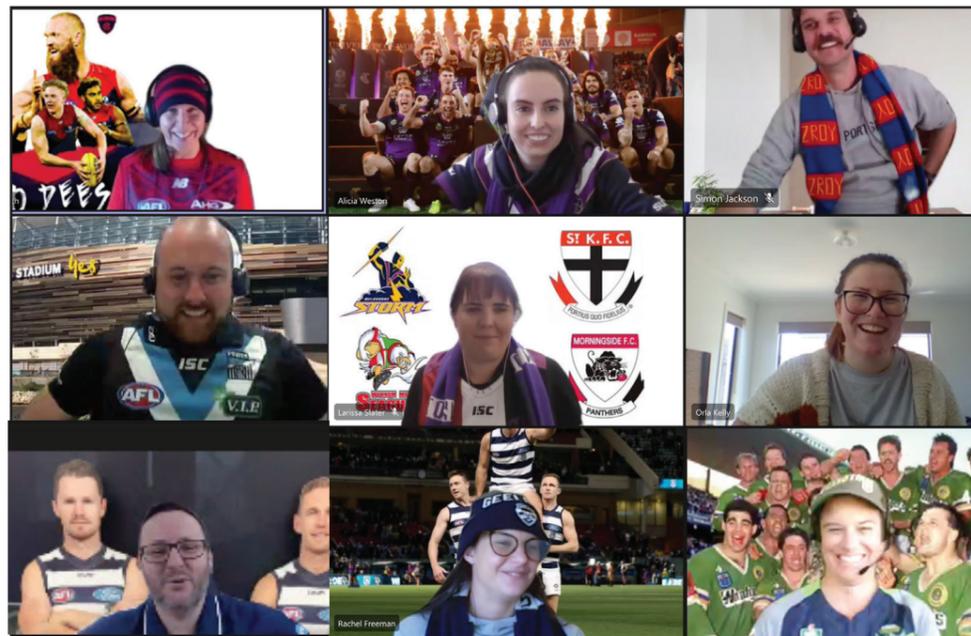
5 YEARS
AVERAGE STAFF TENURE

FOOTBALL TEAM SUPPORTED

Adelaide	3%	Celtic	1%	Geelong	7%	Port Power	1%	Sydney Swans	3%
Brisbane	5%	Collingwood	5%	Hawthorn	3%	Richmond	13%	Western Bulldogs	4%
Canberra	2%	Essendon	9%	Melbourne	5%	St Kilda	5%	West's Tigers	1%
Carlton	9%	Fremantle	1%	NMFC	1%	Storm	1%		

CONNECTION AND WELLBEING

We know that despite the challenges of the past year, staying connected and feeling part of the AFL SportsReady community is more important now than it has ever been. We focus on regularly connecting as a national workforce, and we do this in a wide variety of ways so that people can interact using the methods and approaches they prefer and feel most comfortable with.



THE TRIVIAL PURSUITS

Throughout the last year, a regular feature to keep connected has been staff trivia.

For AFL Grand Final week 2021, a special football trivia was hosted, with staff dressing in the colours of the teams they supported (left).



WELCOMING OUR NEWEST GRADUATES

Congratulations to our 2021 graduates! You did it! This is a tremendous achievement, especially, considering the huge challenges that they had to face last year. We couldn't be prouder!

Although there were no in-person graduation ceremonies, we still want to recognise and celebrate every trainee who completed their traineeship and share a special shout out to all our host employers and partners who make our program possible.

This year, we celebrated our graduates digitally with special video messages from the AFL SportsReady staff that supported them throughout their journey. As for the 2021 trainee award winners, where possible, we surprised them at their workplace and presented their award at a morning tea.

So, to the winners across the country, congratulations on excelling, thriving and demonstrating the highest grade of work, diligence and passion through your traineeship journey.

The winners for each state are:

SOUTH AUSTRALIA

2021 Trainee of the Year – Amber Chapman, Mount Carmel College (pictured, top left)

WESTERN AUSTRALIA

2021 Trainee of the Year – Jessica Cox, Swan Active Ballajura,

QUEENSLAND

2021 Trainee of the Year – Isabelle Garland, Somerset College
2021 First Nations Trainee of the Year – Giaan Eggmolesse, Kmart

TASMANIA

2021 Trainee of the Year – Sophie Smith, Kingston Sports Centre
2021 First Nations Trainee of the Year – Chelsea Clarke, Ulverstone Secondary College

VICTORIA

2021 Trainee of the Year – Mya Bye, Yarrowonga College
2021 First Nations Trainee of the Year – Nelson Aldridge, Yarra Ranges Shire Council (pictured, bottom left)

NSW/ACT

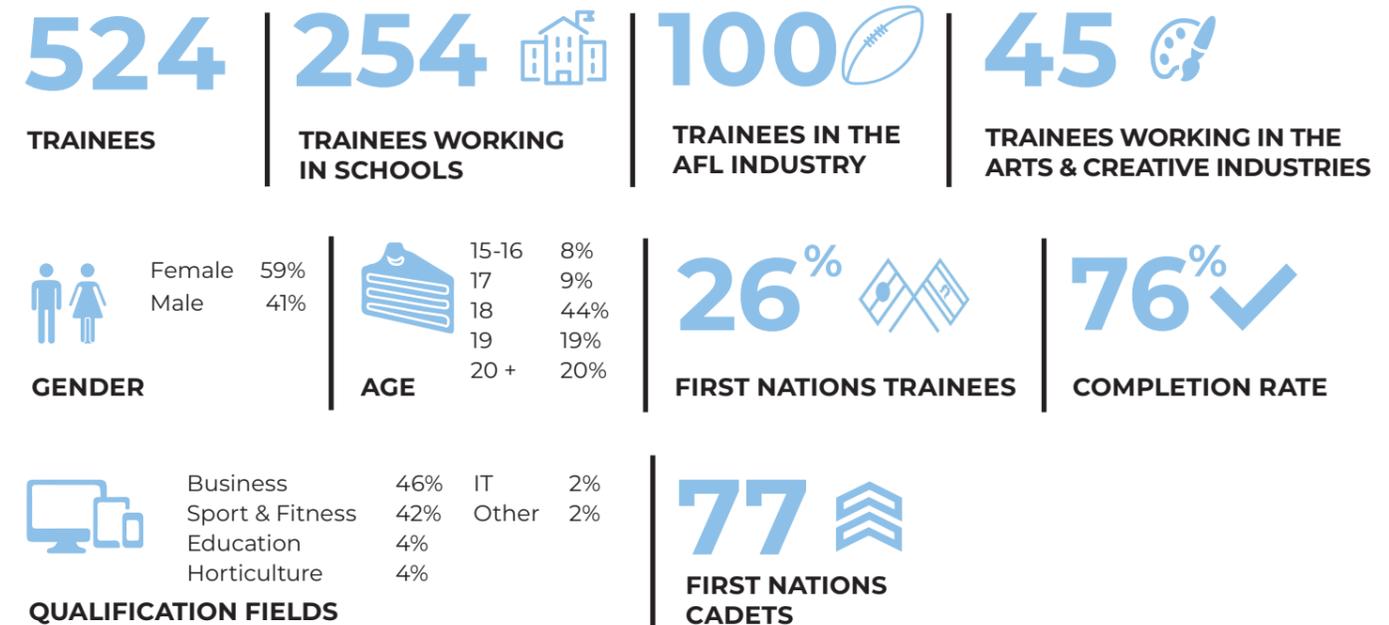
2021 Trainee of the Year – Ysabella Wallace, the City of Sydney
2021 First Nations Trainee of the Year – Jasmarie Derrick, the University of Sydney – Poche Centre for First Nations Health



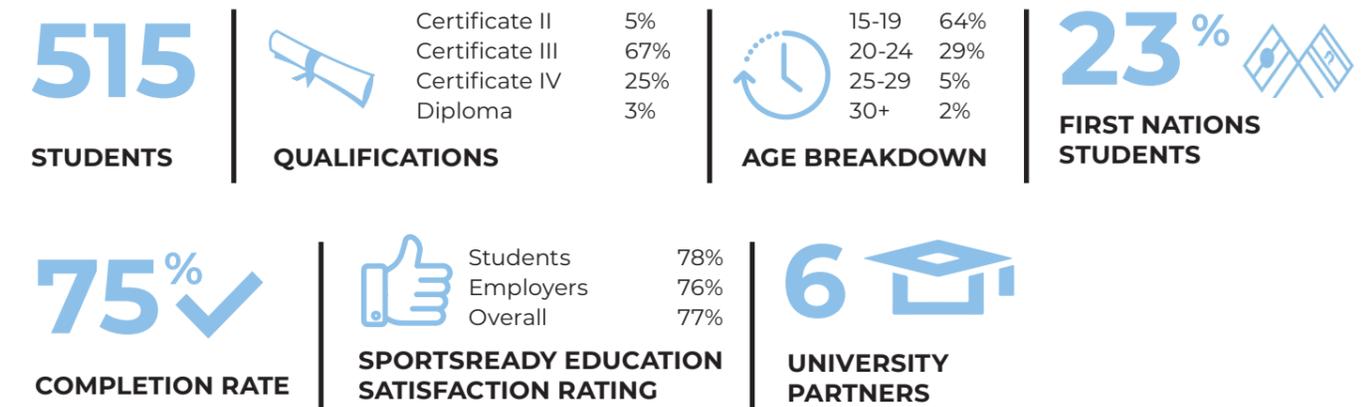
2020/21

OUR IMPACT

EMPLOYMENT



EDUCATION (SPORTSREADY EDUCATION RTO ID 22394)



AFL PROGRAMS & THE CENTRE FOR ATHLETE AND SPORTS EDUCATION



In 2020/2021, we have helped



Australians kickstart their careers through traineeships

This was made possible through the support of 324 host employers and our passionate staff members nationwide.

DELIVERING PATHWAYS TO EMPLOYMENT

Working together has been the key to overcoming the many challenges we have faced delivering our employment programs over the last year.

Throughout the COVID-19 pandemic period, AFL SportsReady increased the level of our support services to trainees, cadets and employers right across the country. With the pandemic presenting many challenges, it was important to boost our contact with trainees, cadets and hosts as they navigated their way through a variety of restrictions impacting workplaces across states and territories.

To maintain the wellbeing and progression of the young people in our programs, we interviewed remotely; we signed participants up online; we supported trainees and host employers through video conference sessions; we delivered our qualifications through online workshops; and we strengthened our communications with all stakeholders across the board.

Our trainees and cadets have had to meet the challenges of the pandemic head on. Their resilience, motivation and commitment to achieving their goals throughout this period has been nothing short of astonishing.

Dealing with new ways of working; staying on top of COVID restrictions; moving to online education; and staying connected with their employer, field officer and educator throughout is no mean feat.



Our partner employers right up and down the country have been central to ensuring young people stay the course and progress through their traineeships or cadetships.

As we have experienced restrictions and lockdowns, employers have demonstrated an overwhelming commitment to support their trainees and cadets, no matter the challenges thrown in their direction. Making sure that young people are safe from COVID-19 in the workplace, transitioning business models to remote working, or being flexible with the working day, employers have been remarkable in adjusting to these demands.

The introduction of the Federal Government's Boosting Apprenticeship Commencements (BAC) scheme in October 2020 has provided substantial support for employers who want to invest in an apprenticeship or traineeship for their business. This has been a very welcome support during the COVID-19 pandemic and will hopefully encourage businesses to keep investing in both young people and their own operations.

Working together has been the key to overcoming the many challenges we have faced delivering our employment programs over the last year. We can't thank apprentices,



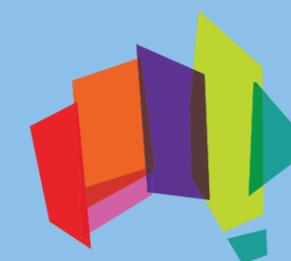
SCHOOLS PROGRAM



In the past five years, 1,177 trainees have started their traineeship working for a school. That's a growth increase of over 40% on the previous five years!

trainees, cadets and their families enough for the way they have worked with the AFL SportsReady team to achieve great outcomes in trying times. Equally, the commitment and flexibility of host employers has also made all the difference to young people in workplaces right across the country.

It's been a tough year but one that every apprentice, trainee, cadet and Host Employer can be proud of. Working together has made all the difference and that is why we are confident we can go on and get more and better outcomes for young people next year.



ARTSREADY
EDUCATION & EMPLOYMENT

Now in its eighth year, ArtsReady has helped over 500 young Australians enter into the arts, cultural and creative industries.

PROVIDING QUALITY EDUCATION

SportsReady Education (Registered Training Organisation ID 22394) supports AFL SportsReady's national delivery of accredited qualifications through its traineeship program.

When COVID-19 came in 2020, SportsReady Education responded and quickly shifted delivery modes to remote delivery with the following wrap around support for students across the country:

- **Face to face workshops** moved to interactive video conference sessions
- Professional Development and upskilling sessions arranged for educators
- **Additional online study support sessions**, above and beyond the training delivery, provided for students
- Educators coordinated with trainee's employers, field officers and Aboriginal and Torres Strait Islander mentors to provide additional support to students.

Through this coordinated and supported effort, SportsReady Education achieved a 75% completion rate in 2020, further improving on 2019's completion rate, and well above the national average.*

Continuous improvement is an important priority for SportsReady Education, above and beyond the shift to remote delivery, we also improved our Language, Literacy & Numeracy pre-training review process to an online format,

continued to **focus on developing and improving our suite of resources** across our qualifications, and continuously reviewed and improved our validation and resource development processes, reviewing and improving 95% of our unit of competency resources across our qualifications. These improvements reflect our continued commitment to quality education, continuously striving to tailor the learning experience to our student cohorts.

SportsReady Education continues to contribute to AFL SportsReady's commitment to professional development across its staff. We provide every educator with a VELG membership, including access to programs and resources that assist in the continued development of knowledge and practice of vocational training, learning and assessment, as well as providing support for professional development through the VET Development Centre, Insources and relevant industry events and programs. SportsReady Education also provides a platform for connection, growth and collaboration for our educators across the country, through its fortnightly connection sessions.

COMPLETION RATE

75% 

SportsReady Education achieved a 75% completion rate in 2020, further improving on 2019's completion rate, and well above the national average of 43.4%*.



*VET qualification completion rates 2019. Published 7 September 2021 by NCVET Adelaide.



Our Satisfaction Score

Through what was a very challenging time in 2020 across the country, SportsReady Education, received an overall satisfaction score of 77% from both students and employers in the national Quality Indicators survey, maintaining high levels of satisfaction across the following areas:

- Trainer Quality
- Effective Assessment
- Clear Expectations
- Competency Development
- Effective Support

Compliance

We continued to meet our state and national compliance obligations, with successful RTO audit outcomes in Queensland, New South Wales and Western Australia.

Partnerships

We continue to work in partnership with many organisations, supporting them through quality education and employment programs – this number is growing every year. Some of AFL SportsReady's notable partnerships include Creative Victoria, and The University of Melbourne's Murrup Barak Program (MUMBP).

SportsReady Education engages with employers across the country through a variety of consultative measures, continuously improving the connection between workplace experience and accredited training.

AFL SportsReady trainees and SportsReady Education students can benefit from our partnerships with universities across Australia. These partnerships provide our students with the opportunity to pursue a pathway into a wide variety of flexible courses that align with their career aspirations.

UNIVERSITY PARTNERS



SUPPORTING FIRST NATIONS PEOPLES WARUMILANG



Warumilang means “To soar like an eagle” and is from the Djab Warrung people of Victoria.

The Warumilang Program is our dedicated Aboriginal and Torres Strait Islander Program that assists First Nations peoples to gain access to meaningful employment and training pathways. The Warumilang program aims to support First Nations people to thrive and achieve successful outcomes in our programs and beyond.

OUR PATHWAYS

AFL SportsReady supported First Nations people to achieve 334 employment and training outcomes in 2020/21. Of this, 76% were trainees, 23% were cadets and 1% were direct employment outcomes.

Traineeships – Our traineeship pathways identify meaningful employment opportunities that create rewarding experiences for both partners and First Nations peoples by bringing new perspectives, values and capabilities to the workforce. In 2020/21, 26% of all of our trainees identified as First Nations peoples and we were successfully able to support 61% of this cohort to successfully complete their traineeship qualifications.

Our partnership with the Victorian Government through Creative Victoria, enabled ArtsReady to provide pathways into the creative industries for 14 First Nations peoples.

School-based traineeships – Our school-based traineeships are dedicated to supporting First Nations school aged young people to gain real workplace experience and complete secondary school concurrently. In 2020/21, we supported 42 school-based trainees.

As part of our traineeships, Warumilang also supported these First Nations young people to receive formal training and qualifications. Of the 42 trainees, 30 received a Certificate II, while 12 received a Certificate III.

Cadetships – Our cadetship pathways support First Nations university students to find meaningful employment opportunities aligned with their fields of study to support First Nation

cadet’s skill development and workforce experience and to support partners to build their own talent pipeline. In the FY20/21, we supported 77 cadets with workplace experience while they completed their tertiary studies with external institutions.

Direct Employment – Our direct employment pathway aims to attract, match and support Aboriginal and Torres Strait Islander talent with an employment opportunity with one of our partners. As we continue to strengthen and improve our programs, we will explore our direct employment pathways to develop a robust approach that supports First Nations peoples in this space.



As part of National Reconciliation Week, the Queensland team undertook a cultural walk to connect with First Nations Australia. This photo was taken under the Merivale Bridge in South Brisbane and the artwork is by the Street Artist Adnate.



OUR HIGHLIGHTS

Support through the pandemic

The COVID-19 pandemic has affected the way in which we work and operate as businesses; it's been a challenge for all but has also added a layer of complexity and barriers to young people accessing and staying in work. Our First Nations mentors have continued to provide consistent support to our trainees to alleviate some of the pressures felt during this time. Our trainees have partaken in online gatherings to stay connected to one another and build a support network.

Our mentors have enjoyed the accessibility and added connectivity that virtual contact enables. Mentors have found this has increased their accessibility to providing guidance for First Nations peoples.

Growing our cultural capability

The Aboriginal and Torres Strait Islander Program team is committed to supporting AFL SportsReady’s cultural capability journey and fostering a culturally safe workplace. To acknowledge and show respect for First Nations peoples and cultures, AFL SportsReady has celebrated and commemorated a number of First Nations Days of Significance, with a particular focus on National Reconciliation and NAIDOC weeks. During these weeks, the Aboriginal and Torres Strait Islander Program team promoted open and honest conversations about culture and how we can continue to take brave action to support cultural competency. AFL SportsReady continues to take a progressive approach to promote open conversations and forums for discussions about First Nations peoples and cultures, with the renowned forum for this being our lunch box sessions.

Working in partnership

A crucial part of supporting First Nations peoples is to also work in partnership with First Nations businesses and organisations. Warumilang programs have brokered strong connections with First Nations sole traders and facilitators who have supported the cultural capability journeys of AFL SportsReady host employers. These partnerships have enabled us to prioritise and value the knowledge of First Nations peoples in our programs and prompted self-reflection on how AFL SportsReady demonstrates allyship and partners with First Nations peoples.

Looking forward

In the year ahead, the Warumilang team aims to continue to improve our programs to ensure we are able to support First Nations peoples and their aspirations through our employment and education pathways. Our program will prioritise growth and learning from First Nations communities, with a focus on how we work in strong two-way partnerships with Aboriginal and Torres Strait Islander owned and controlled organisations. This new direction will see AFL SportsReady take a step back from directly delivering Cultural Awareness Training to better stand behind First Nations businesses. Our business improvements will focus on change that continues to uplift our First Nations peoples and communities, being authentic in our values and delivery and supporting AFL SportsReady’s cultural competency journey.

ATHLETE AND SPORTS EDUCATION

In 2020/21, AFL SportsReady brought all its AFL, AFLW, AFLPA, AFLCA, AFL Umpires and AFL Industry programs into one department that will focus on all areas of Athlete and Sports Education.

All AFL industry programs are now run by our Athlete & Sports Education Team, who are highly highly experienced in the fields of elite sports, adult education, career guidance, course design and online course development.

Delivery to AFL Players is now more Club driven with greater flexibility in the content of workshops and greater opportunity for Club staff to be involved. An individual tutorial relationship between players and educators will support this process to provide what we are calling an athlete-centred, club-driven approach.

We continued our partnership with the AFL Players' Association in providing AFL players with educational programs to support their development in the game.

This suite of programs included an educational pathway giving players access to an array of options from Certificate III to Diploma levels; leveraging AFL SportsReady's partnerships with universities around the country to gain direct

entry into an undergraduate degree. It also included the Football Induction program, with 82 first year players undertaking the specialist certificate.

Our Executive Education programs continue to grow; impacting over 1,000 people across the AFL Industry through our range of Executive Courses in AFL Management, Football Operations, Recruiting, Player Development, Player Agents, AFL Umpiring and Coaching. These courses ran online and participants reported that the online versions provided excellent opportunities for discussions and interactions without the travel requirements which can be cost prohibitive for many interstate clubs.

Congratulations Ollie

Congratulations to AFL SportsReady alumni Ollie Wines on winning the 2021 Brownlow Medal.

Ollie successfully completed a Certificate III in Sport with AFL SportsReady in 2014.



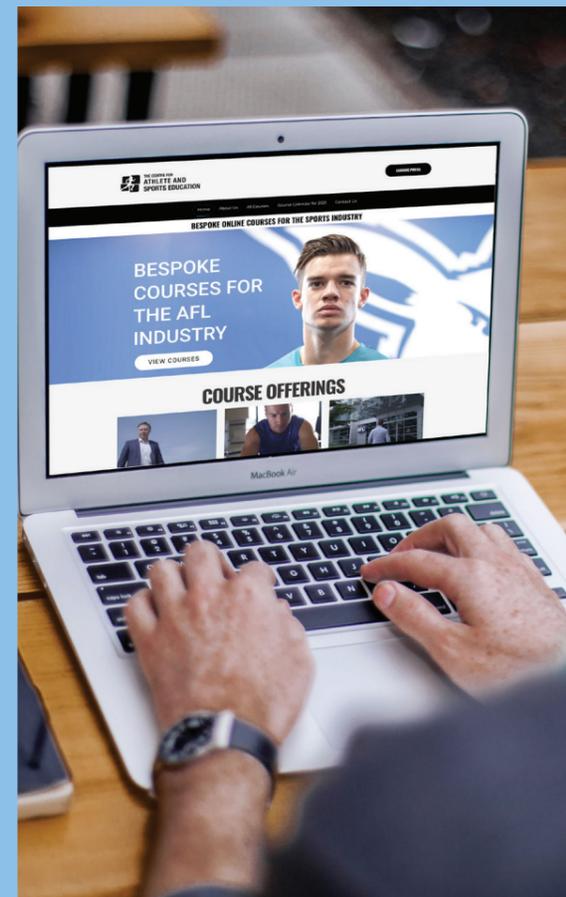
"I absolutely would recommend their courses to others within the industry or for those who are interested in learning how the AFL industry works.

It's an absolute necessity in my opinion to learn from the best of the industry. It's unrivaled knowledge and experience and you meet so many great contacts and people."

Feedback from a participant of the Advanced Certificate in Identifying and Developing Young AFL Talent Workshop, held in December 2020.



INTRODUCING THE NEW HOME OF ATHLETE AND SPORTS EDUCATION



AFL SportsReady launched The Centre for Athlete and Sports Education in October 2020. Given the high demand for our AFL industry courses, we developed the Centre for Athlete and Sports Education to offer bespoke online education and professional development to meet the needs of all sporting organisations, coaches, and athletes across all sports.

Each course is designed by experts in the field and delivered by some of the best in the industry. Some of our facilitators include Legendary netball coach Lisa Alexander, NRL Player Development Manager Peter Robinson, Australia's leading female footballer Melissa Barbieri, Melbourne Storm Player Development Manager Brian Phelan, netball Legend Caitlin Thwaites, respected Indigenous Education Professional Leon Egan, WIN news anchor and writer Bruce Roberts, Sports journalist and Goal Umpire Chelsea Roffey and other leading experts.

Head over to our website for more information.



athleteandsportseducation.com.au

2020/21

FINANCIAL REPORT

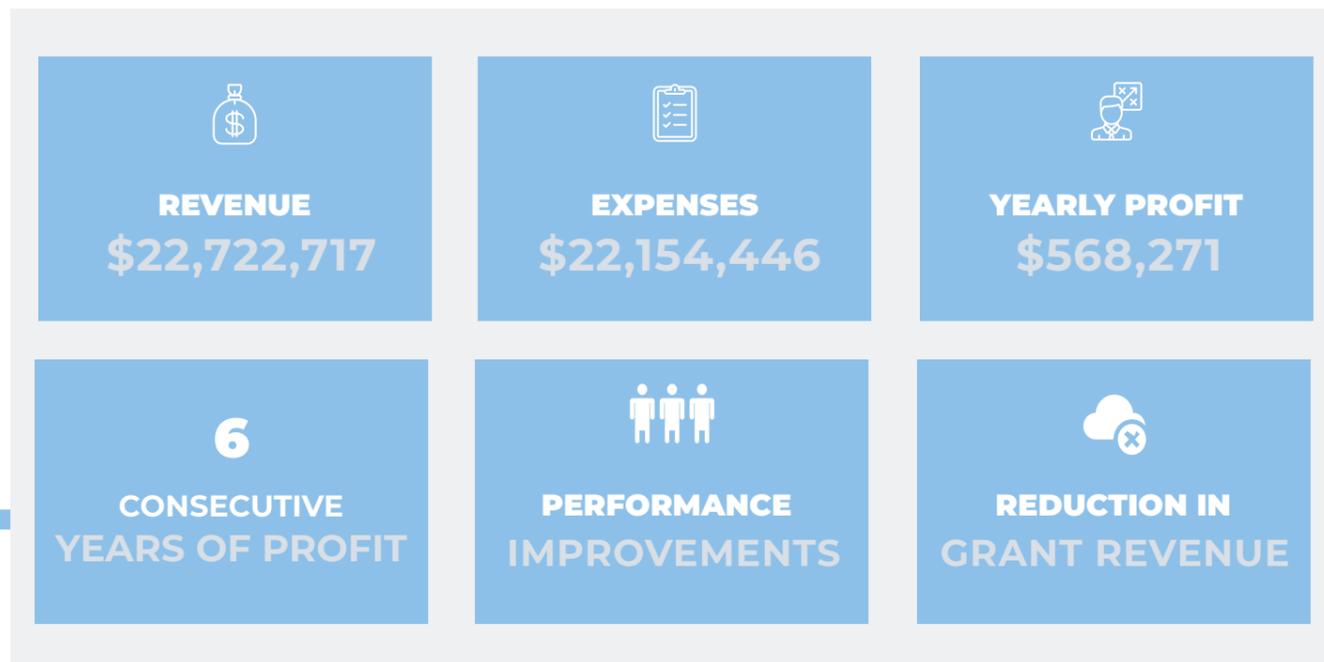
AFL SPORTSREADY HAS RECORDED SIX CONSECUTIVE YEARS OF PROFIT.

Trainee and student numbers have increased over the past 12 months, and are approaching pre-pandemic levels.

Strong levels of support, combined with Government initiatives such as the Boosting Apprenticeship Commencement (BAC), led to a high rate of repeat business.

Facing mandatory lockdowns across different parts of the country, our staff have had to adopt different approaches to managing, supporting, and educating hundreds of trainees and students. Despite this, the group has seen very strong performance around individual trainees completing their studies, and individual host employers continuing to take on new trainees. The past twelve months has seen stronger performance in these areas.

Together with continued investment from Government, this means that the Group's cash reserves and balance sheet are in a strong position; and will enable AFL SportsReady to invest and continue to grow our footprint and deliver successful outcomes to hundreds of people and organisations nationwide.



PROFIT AND LOSS STATEMENT

REVENUE	
JOB PLACEMENTS	\$10,534,626
AFL INDUSTRY	\$391,819
TRAINING FEES	\$280,571
GOVERNMENT FUNDING	\$3,078,801
OTHER	\$8,436,900
TOTAL REVENUE	\$22,722,717
EXPENDITURE	
SALARIES [TRAINEES AND STAFF]	\$19,961,063
OPERATING EXPENSES	\$384,003
DEPRECIATION AND AMORTISATION	\$454,959
OTHER	\$1,354,421
TOTAL EXPENDITURE	\$22,154,446



SPORTSREADY
EDUCATION & EMPLOYMENT

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